FINAL REPORT

OVER-THE-HORIZON STRATEGIC REVIEW

January 2021

Table of Contents

Acronyms

CDCS	Country Development Cooperation Strategy
COCOM	Combatant Command
CPS	Bureau for Conflict Prevention and Stabilization
DOD	U.S. Department of Defense
ESC	Executive Steering Committee
FSN	Foreign Service National
GDP	Gross Domestic Product
GFA	Global Fragility Act
OTH	Over the Horizon Strategic Review
OTI	Office of Transition Initiatives
PPL	Bureau for Policy, Planning, and Learning
SME	Small and Medium Enterprise
SO	Strategic Objective
TF	Task Force
USAID	U.S. Agency for International Development

I. Executive Summary

USAID in a World Altered by COVID-19

The pandemic of COVID-19 has led to cascading and compounding crises that have exacerbated the deadliest health crisis in a century and the most severe economic shocks since the Great Depression. Globally, COVID-19 presents a monumental, multifaceted humanitarian and development challenge. As of December 2020, more than 76 million cases and 1.7 million deaths have been recorded worldwide. Fragility, conflict, migration pressure, democratic recession, rising poverty, interruptions to education, collapse of tourism, stark increases in domestic violence, and dramatic increases in food insecurity are all hallmarks of the current crisis. Economic impacts will be felt on the macro and micro levels, with projected contractions in global Gross Domestic Product (GDP) and livelihoods and supply-chains distributed. The U.S. Agency for International Development (USAID) must be proactive, agile, and adaptive to be a leader in the recovery effort and respond to the significant and long-term impacts of COVID-19. USAID leads the U.S. Government's efforts to provide international development and disaster assistance, which are critical to the United States' foreign policy, national security, and long-term economic prosperity.

The need was, and is, clear: USAID could not engage solely in short-term crisis-management followed by business as usual. USAID launched the Over-the-Horizon Strategic Review (OTH) in June 2020: a time-bound, whole-of-Agency strategic exercise to prepare us to meet the challenges and opportunities in a world altered by COVID-19. OTH, and the team that supported the review, assessed the current global landscape as affected by the pandemic and potential future scenarios with further impacts and follow-on effects from COVID-19. OTH also examined USAID's management and operations in light of the changing strategic context and developed concrete recommendations to adapt our policies, programs, and operations. OTH's analysis and recommendations support and strengthen USAID's Journey to Self-Reliance approach and broader Transformation, ensuring that the Agency is more efficient, proactive, and results-driven.

USAID's Strategic Approach

To meet the mandate described above, OTH analyzed the strategic context, consulted with key stakeholders, and developed a set of actionable recommendations aligned to USAID's Mission Statement. OTH's analysis of the strategic context and operating environment included a foundational Landscape Analysis; a rigorous, global scenario-planning exercise; targeted outreach to USAID Missions and field consultations; budget and operational data-gathering and analysis; internal consultations with USAID's Regional and Pillar Bureaus; and significant outreach to external partners.

Grounded in landscape analysis and scenario planning, USAID established a Goal, three Strategic Objectives (SOs), and a set of Strategic Principles to provide a framework for USAID's medium- to long-term response to COVID-19.

FIGURE 1: Goal, Strategic Objectives, and Strategic Principles

GOAL	STRATEGIC OBJECTIVE 1	STRATEGIC PRINCIPLES
USAID advances U.S. national-security and foreign-policy objectives by	Build more stable, resilient systems in countries that are increasingly fragile because of COVID-19.	Continue to deliver life-saving humanitarian assistance, protect

STRATEGIC OBJECTIVE 2
leading the U.S. Government's international development and disaster assistance for a world altered by COVID-19, so that partner countries continue to build self-reliance and progress beyond assistance.

STRATEGIC OBJECTIVE 2
Respond to dramatic increases in food insecurity, extreme poverty, and loss of educational opportunities in communities most affected by COVID-19.

STRATEGIC OBJECTIVE 3
Strengthen public and private health systems strained by COVID-19 in partner countries critical to global health security.

hard-won development gains, and counter the negative impact of malign actors in areas of significant USAID investment and partnership.

USAID will focus on advancing these SOs in collaboration with host-country governments, civil society, the private sector, and local stakeholders. These partnerships will be critical to make sustainable development progress in a world altered by COVID-19 and will also help USAID to advance U.S. national-security and foreign-policy objectives through deeper and stronger alliances. Additionally, the SOs provide focus for USAID's efforts, by targeting responses to sectors and countries to make greater development gains.

Identifying Focus Countries

Guided by the Goal Statement, OTH conducted analyses to arrive at a list of Focus Countries—places that would be central to advancing each SO—and then a set of recommendations to support and guide USAID's programming and operation in those places. Having a geographic focus will allow USAID to concentrate its response. Focus is critical—it makes implementation both manageable and effective, and increases the Agency's ability to learn quickly and then apply those lessons more broadly beyond the initial geography.

To identify Focus Countries, OTH analyzed quantitative and qualitative data on country needs, program opportunities, and U.S. national-security interests with respect to each SO, and also drew in expert perspectives across USAID, the interagency, and among external stakeholders. For example, indicators of need for SO 1 included both a baseline index of economic resilience, and real-time data on civil unrest since the onset of COVID-19. Indicators of opportunity included alignment with current assistance strategies and with priority countries for interagency development initiatives. Strategic metrics included levels of security assistance, priorities of the U.S. Department of Defense, and opportunities to counter malign actors. Senior leaders reviewed the analysis and overlaid additional national-security considerations. OTH presented the shortlist to the Acting Administrator for his refinement and engagement with the Secretary of State. Through this process, OTH finalized a list of 14 countries.

In Focus Countries, USAID Missions, with headquarters support, will make strategic pivots, as needed, to advance relevant SOs. In some cases, this could mean reinforcing or expanding programs that align with the SOs; in others, Missions could opt to adjust their existing programs, or start new ones. In the future, areas of geographic focus could inform budget requests and decisions on the allocation of resources.

FIGURE 2: Focus Countries

STRATEGIC OBJECTIVE 1	STRATEGIC OBJECTIVE 2	STRATEGIC OBJECTIVE 3
Build more **stable, resilient systems** in	Respond to dramatic increases in **food**	Strengthen public and private **health**

countries that are increasingly fragile because of COVID-19.	insecurity, extreme poverty, and loss of educational opportunities in communities most affected by COVID-19.	systems strained by COVID-19 in partner countries critical to global health security.
- Kenya - Nigeria - Ukraine - Northern Triangle / El Salvador, Guatemala, Honduras - The Sahel / Burkina Faso, Mali, Niger - South America / Colombia, Peru, Venezuela	- Bangladesh - Mozambique - Nigeria - Northern Triangle / El Salvador, Guatemala, Honduras - The Sahel / Burkina Faso, Mali, Niger	- Bangladesh - Nigeria - Northern Triangle / El Salvador, Guatemala, Honduras - South America / Colombia, Peru, Venezuela

Identifying Recommendations

OTH conducted an in-depth analysis of the impacts of COVID-19 on USAID's operational platforms, budget, human resources, and programs. Through this analysis, OTH developed recommendations that will improve USAID's response to the medium- and long-term effects of the COVID-19 pandemic, supporting OTH's SOs and U.S. national-security interests.

The recommendations are organized into two broad categories: technical/programmatic recommendations, and cross-cutting recommendations for each SO. The technical/programmatic recommendations will help our Missions in Focus Countries respond to emerging needs and prepare better for future needs that stem from the pandemic. For example, under SO 2 on addressing compounding household shocks, there is a recommendation to invest in digital and remote learning tools and also non-formal training programs, especially for marginalized populations. This will help Missions pivot programs in places most affected by school closures and focus on the most-affected populations.

The cross-cutting recommendations broadly support OTH's Goal and SOs and will inform both Mission-level and Agency-wide changes to adapt to COVID-19. The cross-cutting recommendations often build on USAID's Transformation. These recommendations include enhancing strategic communications to counter disinformation about the virus, vaccines, and related topics; to standardize good-practices in empowering our Foreign Service National (FSN) staff by enabling FSNs to serve as office directors and senior advisors; and to establish a Strategic Foresight Unit to build on horizon-scanning tools like the Famine Early-Warning Systems Network (FEWS NET) to institutionalize planning for future uncertainty and high-impact events. Together, this suite of recommendations will help Missions in Focus Countries create more conducive operating environments for programming, and also help our programming better pivot to new needs. While implementation of recommendations will initially be in Focus Countries, an on-going learning effort will help transfer lessons across the Agency.

The Way Forward

OTH's analysis points to complexity and uncertainty in the years to come. Implementation of OTH will ensure USAID is better-prepared for a world altered by COVID-19, and that in the future, the Agency can more nimbly act, assess, and adapt to major disruptions. Carrying out OTH's recommendations will require collaboration across the Agency, robust support to our Missions in Focus Countries, and a defined learning agenda that incorporates adaptive-management approaches.

Successful implementation will require robust planning and ongoing engagement with internal and external stakeholders. To give the Agency a more nimble, adaptable posture, OTH will adopt a "watchlist" approach to the Focus Countries, updating country-level data and refining this methodology as progress (or regression) is made. As the lead U.S. Government humanitarian and development agency and an essential voice in national-security and foreign-policy deliberations, USAID plays a central role in responding to, and leading the recovery after, the COVID-19 pandemic and future crises, and the implementation of OTH's recommendations will contribute directly to this.

II. OTH in the Context of USAID's Response to COVID-19

OTH was designed to complement, learn from, and amplify numerous efforts across USAID to respond to the pandemic of COVID-19. To date, USAID has allocated more than $1.3 billion for the response to COVID-19, including $558 million in humanitarian assistance and more than $500 million in global health funding. These resources have financed the direct health response to COVID-19, emergency food assistance, vital economic stabilization, and other areas of need. OTH was taking shape and beginning analysis during the roll-out of immediate response efforts, but had a distinct focus on the larger strategic questions and longer-term impacts of the pandemic and regularly coordinated with and built on these immediate-term efforts in the following ways:

- **OTH coordinated with USAID's COVID-19 Task Force (TF)**: The TF provided focus to USAID's ongoing efforts to support the White House Coronavirus Task Force, and strengthened the Agency's efforts both in Washington and globally to respond to the pandemic. OTH learned from the TF's immediate response, on both the health and humanitarian sides, and OTH also considered shifts in our operations that could make the Agency be more effective over the longer term.

- **OTH capitalized on analyses done elsewhere at USAID and across the donor community:** For example, the Office of Transition Initiatives in the Bureau for Conflict Prevention and Stabilization (CPS/OTI) conducted a COVID-19 analysis that looked across issues of fragility and conflict, governance shocks, and changes in information ecosystems attributable to COVID-19. These analyses helped inform implementation of hundreds of rapid-response projects in CPS/OTI's country programs, and the OTH team received briefings on these findings early in the strategic-review process to inform scenario-planning. OTH also coordinated with, and received briefings from, other donors who were conducting similar planning exercises.

- **OTH learned from program adaptations already under way in key areas of concern, including health and food security:** For example, USAID took early action to ensure that the implications of COVID-19 did not derail essential health assistance to HIV/AIDS patients. USAID ensured that adequate supplies of anti-retroviral medicines, HIV-testing diagnostics, personal protective equipment, and other HIV supplies were in place at health facilities prior to lockdowns. Programs rapidly expanded the use of virtual technology for training on changes to HIV care because of COVID-19, as well as the management, reporting, and monitoring of that care. These early actions were effective and critical, and helped informed OTH of potential spillover effects from the COVID-19 pandemic in other health areas. In addition, USAID's market-systems activities under Feed the Future adapted to mitigate disruptions in food systems and help small and medium-sized enterprises (SMEs) survive shocks, diversify their products, and increase digitization. Through OTH's SO 2, USAID will build on these evolving programs to strengthen SMEs and entrepreneurship in food systems to accelerate economic and household recovery.

III.   Structure and Outreach

OTH balanced being a highly collaborative and consultative process while also moving quickly to be as responsive as possible to changing development and humanitarian needs. To oversee OTH, the Acting Administrator of USAID established a staff-level Planning Cell and a senior-level Executive Steering Committee (ESC) on June 17, 2020. The Planning Cell, housed in the Bureau for Policy, Planning, and Learning (PPL), reported directly to the Agency's Front Office. Career experts from across USAID staffed the unit. The ESC, likewise, reflected broad expertise from 20 Senior Foreign Service officers, members of the Senior Executive Service, and political appointees, including Bureau leadership and the Agency Counselor.   A Mission Director Resource Group also advised the Planning Cell.

The Planning Cell conducted research and analysis in collaboration with a wide array of Agency and external experts. It led the research for the Landscape Analysis and scenario-planning exercise, and also conducted internal consultations, surveys, data, and textual analysis on the Agency's management and operations. The Planning Cell reported its findings to the ESC, which provided further guidance throughout the exercise.

Throughout the process, OTH reached out to, and welcomed input from, external stakeholders and partners. (See Figure 3.) OTH held eight roundtable discussions with partners to gather deliberate and specific input at the beginning of the strategic review. OTH held additional consultations throughout the process and welcomed written feedback. This collaboration and consultation strengthened the outputs of OTH, and are principles that will guide implementation.

Figure 3: Engagement and Input into the OTH Strategic Review

- **Scenario Planning: 75+** USAID technical experts reviewed **200+** data sources as part of a structured scenario-planning exercise.

- **Policy Review: 40+** issue-owners and independent reviewers conducted the first comprehensive review of all **42** active USAID development policies.

- **Field Consultations: 50+** field staff from **20+** Missions and other posts, spanning regions and including Foreign Service National staff, shared detailed suggestions and insights in surveys and consultations; a Resource Group of **7** Mission Directors also provided counsel throughout the process.

- **Partner Roundtables: ~150** participants from **~75** organizations, including implementers, think tanks, academics, and other partners, shared their perspectives in roundtable discussions.

- **Collaborative Research: 50+** experts in headquarters conducted analysis on, and developed recommendations for, critical priorities, investments, reforms, and innovations.

- **Leadership Dialogues: ~20** senior USAID leaders convened in facilitated sessions to review analysis, provide guidance, and deliberate on USAID's long-term response to COVID-19.

- **Intelligence Briefings:** Engagement with the Strategic Futures Group of the National Intelligence Council on global trends.

IV.   Strategic Context of a World Altered by COVID-19

Development assistance is a tool of national security, and USAID's work is a clear expression of American values and principles. Making sure USAID's programs are responsive to the current context helps the Agency continue to promote our national foreign-policy interests effectively. OTH was designed deliberately to align with and enhance broader U.S. Government foreign-policy interests in this changing landscape. Understanding the strategic context positions USAID to further U.S. foreign-policy and national-security objectives by responding better to the long-term impacts of COVID-19 and supporting governments, civil society, the private sector, and communities in our partner countries more effectively on their Journeys to Self-Reliance.

OTH is evidence-based and designed to serve as an analytical foundation for the Agency, USAID's partners and beneficiaries, and other U.S. Government Departments and Agencies. OTH's research and analysis began by developing an understanding of the fluid strategic context. To do this, USAID first conducted a Landscape Analysis, followed by a rigorous, Agency-wide scenario-planning exercise. The Landscape Analysis synthesized real-time data; modeled forecasts, expert opinions, and news reporting; and identified five emerging trends. Building on the Landscape Analysis, USAID conducted a scenario-planning exercise to understand better the range of possible future environments for which the Agency and its partners might need to prepare. From there, OTH crafted its overarching Goal and Strategic Objectives to respond to the predicted—but varied—future environments.

Landscape Analysis

The OTH Landscape Analysis served as the analytical foundation for OTH, and provided an initial snapshot of emerging trends and key takeaways. The Landscape Analysis guided the successive, broader efforts under OTH: the scenario-planning exercise as well as the policy, program, budget, operations, and human-resource analyses. Through extensive research, the Landscape Analysis identified five emerging trends: 1) a health crisis unprecedented in scale; 2) a new national-security imperative; 3) severe shocks to mobility and the economy; 4) rising pressures on governance, democracy, and stability; and, 5) devastating impacts on households. See Section IX, Additional Resources, at the end of this paper for a link to the full paper. Key takeaways and initial findings for each are summarized below, current as of August 2020.

A health crisis unprecedented in scale: The trajectory of the COVID-19 pandemic remains highly uncertain, but will affect countries and regions differently:
- Health-care providers, facilities, and supply-chains have been overwhelmed worldwide.
- The emergency is increasing the risk of illness and deaths from other diseases. For example, more than 117 million children are at risk of missing their vaccinations against measles.
- The pandemic has put a spotlight on the fragility and inequality of public and private health systems in poor countries.

A new national-security imperative: The complex crisis has far-reaching geopolitical implications.
- Security and prosperity at home are linked inextricably to challenges abroad and our responses to them.
- The pandemic is a challenge to the rules-based international order, and to citizen-responsive, democratic governance globally.
- Adversaries, including the Russian Federation, the People's Republic of China, and the Islamic Republic of Iran, are exploiting the pandemic to compete more assertively with the United

States on multiple fronts. The Chinese Communist Party is seizing the opportunity to [advance its long-term interests](#), [export its authoritarian model](#), and establish [global digital monopolies.](#)

- As fragility worsens because of COVID-19, [criminal](#), [extremist](#), and other malign actors are leveraging opportunities to undermine the rule of law, disrupt and weaken the sovereignty of key allies, and create "bad-neighborhood" effects that destabilize entire regions.

Severe shocks to mobility and the economy: COVID-19 has impeded the movement of people, capital, and information. The projected [global contraction](#) will affect the most vulnerable disproportionately:

- The [economic impact of COVID-19 in developing countries](#) depends on recovery in the West. Foreign Direct Investment is expected to plunge by [up to $620 billion, or 40 percent](#), and remittance flows are expected to fall by [more than $130 billion](#) this year.
- Declining commodity prices pose a real threat to public finances and growth in [developing countries](#).
- Potential reverberating negative impacts of the crisis on financial flows are expected, despite a gradual rebound in remittances, trade, mobility, and growth [projections](#) in 2021.

Rising pressures on governance, democracy, and stability: The pandemic is placing significant strains on governance and social cohesion; some governments have placed undue restrictions on assembly and credible media, and many countries could experience increased political volatility, corruption, [democratic backsliding](#), social unrest, or [conflict](#):

- To date, 29 developing countries have seen 100 or more civil-unrest events triggered by COVID-19, and 13 countries have seen more than 250 such events.
- Since March, governments in [44 countries have issued measures](#) that curtail free expression, and [48 countries have recorded major democratic violations](#).
- The [cost of holding elections has increased](#) as governments have had to reschedule elections and change voting procedures because of the pandemic.
- The pandemic could present [opportunities as well as challenges,](#) such as increased civic engagement, more-empowered local communities, more demand to hold governments accountable, and organized pushback on faulty ideologies.
- The rapid rise of [digital technology](#) during the pandemic is an [opportunity](#), but also a challenge, in that it could further widen [the digital divide](#), and because pervasive social media increases exposure to [extremist propaganda](#), misinformation, and disinformation.

Devastating impacts on households: The [economic fallout](#), loss of income and livelihoods, increasing poverty, food and water insecurity, malnutrition, education gaps, other socioeconomic strains, and inequality are likely to far outlast the direct health crisis:

- More than [113 million people](#) will face crisis-level food insecurity in 2020, 23 million more than anticipated.
- Poverty is increasing for the first time in decades during COVID-19: [An additional 100 million people](#) are expected to backslide into extreme poverty and chronic hunger.
- Households are experiencing interrelated and compounding shocks: an [increase in lack of access](#) to drinking water, school closures that affect more than [60 percent of the world's student population,](#) and [growing violence against women and girls](#) (as high as a 30 percent increase in some countries).
- COVID-19 is likely to have more adverse effects in cities than in rural areas. [Camp-based](#), [slum-dwelling](#), and otherwise [displaced populations](#) are especially vulnerable to new shocks.
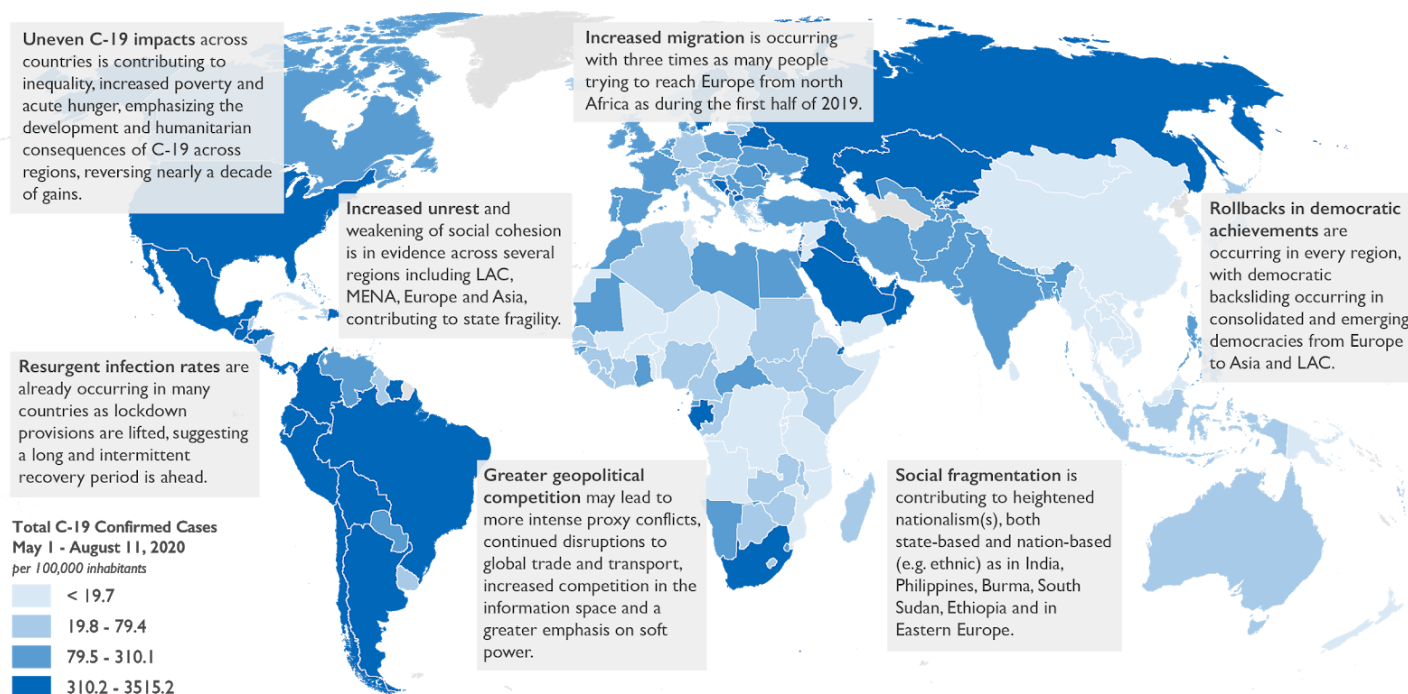
Scenario Planning

To project potential future contexts to which USAID might need to respond, OTH undertook an extensive scenario-planning exercise. The exercise drew on 75 subject-matter experts from across USAID, forming five separate thematic teams. Teams explored assumptions and drivers of change, evaluated data sources, and conducted external consultations. Using these inputs, OTH developed narrative scenarios, considering assumptions about the future, drivers of change, and impact. OTH explored more than 30 scenarios to understand what the strategic implications of each would be for USAID's operations. See Section IX, Additional Resources, at the end of this paper for a link to the summary of the scenario-planning exercise. A representative sample of the scenarios is below.

FIGURE 4: Selected Scenarios

	WORST-CASE	HYBRID	BEST-CASE
HEALTH	**System Breakdown:** No safe and effective vaccine is produced. Compounding stresses from COVID-19 and other diseases lead to a breakdown of country and global health systems.	**Costly Containment:** A vaccine is found, but manufacturing stagnates. Distribution is uneven and limited. Outbreaks spread widely, but public and private health systems prove resilient and are able to meet basic needs.	**Outbreaks Outmatched:** Resilient public and private health systems win the day. A safe and effective vaccine is rolled out, reaching 20-60 percent of people. Lower-middle-income countries contain COVID-19 and other outbreaks, while providing basic social services.
NATIONAL SECURITY	**Uphill Battle Alone:** China or Russia win the vaccine race, and use it as a political tool, with uneven distribution and steep costs. A recession continues in the West, and internal strife simmers.	**Catch 2022:** Economic recovery, but at what cost? Innovation drives growth, with a first-mover advantage. Digital divides create winners and losers. Malign actors exploit weak cybersecurity.	**All Boats Rise:** Successful international cooperation underpins a collective response. A revival of democratic values and digital transformation drive a rapid global rebound.
GOVERNANCE	**Global Disorder:** Public institutions fail in responding to the pandemic, exposing their weaknesses. Citizens lose trust in authorities. Internal and external malign actors fill the void and expand influence.	**A World Divided:** Authoritarian regimes respond effectively to the crisis and garner support. Elsewhere, leaders distract from failed responses by scapegoating rivals. The balance of world order begins to shift.	**New Wave of Democratization:** Countries with strong leadership and legitimate institutions fare best in fighting COVID-19, reinforcing democratic norms. The influence of malign actors proves fleeting.
ECONOMY	**Global Lockdown:** Persistent global shocks interact with weak domestic economic resiliencies for a spiraling vicious circle of socioeconomic decline.	**Adapting to the Slowdown:** Global trade and travel remain low, but scattered shifts to domestic production, digital platforms, and regional trade buoy growth.	**New Equilibrium, New Divides:** Mobility returns. Economies rebound to 2019 levels, but other headwinds remain. New capital reaches developing countries.
HOUSEHOLDS	**Destabilization:** Donors and governments divert efforts to respond to COVID-19, but new, major shocks occur. Humanitarian aid and safety nets are inadequate, causing severe impacts on incomes and well-being.	**Difficult Choices:** Donors and governments continue to spend, but new shocks add to the need and fuel civil unrest. Household vulnerability rises steadily.	**Smoothing Shocks:** Donors and governments maintain their levels of spending, without major new shocks. The economic slowdown still leads to lower incomes, more poverty, and greater inequality.

The scenario-planning exercise highlighted emerging shifts with long-term impacts, exacerbated and accelerated by COVID-19. For example, the scenarios drew out the challenges associated with decreased mobility and increased demand for remote or virtual economic and social activity (including education, health care, *etc*.), which suggest that the digital transformation will take on greater importance. Yet, digital transformation will continue to exclude some of the most-vulnerable populations and many parts of the informal economy. These types of shifts in remote and virtual services and their related impacts on digital development help shape OTH's goal and strategic objectives, discussed in the next section, and, ultimately, help USAID prepare for the future. An illustration of some of the strategic implications surfaced during the scenario-planning exercise is provided below.

FIGURE 5: COVID-19 Strategic Implications

Uneven C-19 impacts across countries is contributing to inequality, increased poverty and acute hunger, emphasizing the development and humanitarian consequences of C-19 across regions, reversing nearly a decade of gains.

Increased migration is occurring with three times as many people trying to reach Europe from north Africa as during the first half of 2019.

Increased unrest and weakening of social cohesion is in evidence across several regions including LAC, MENA, Europe and Asia, contributing to state fragility.

Rollbacks in democratic achievements are occurring in every region, with democratic backsliding occurring in consolidated and emerging democracies from Europe to Asia and LAC.

Resurgent infection rates are already occurring in many countries as lockdown provisions are lifted, suggesting a long and intermittent recovery period is ahead.

Total C-19 Confirmed Cases
May 1 - August 11, 2020
per 100,000 inhabitants

	< 19.7
	19.8 - 79.4
	79.5 - 310.1
	310.2 - 3515.2

Greater geopolitical competition may lead to more intense proxy conflicts, continued disruptions to global trade and transport, increased competition in the information space and a greater emphasis on soft power.

Social fragmentation is contributing to heightened nationalism(s), both state-based and nation-based (e.g. ethnic) as in India, Philippines, Burma, South Sudan, Ethiopia and in Eastern Europe.

Source: Illustration developed by USAID/CPS/OTI's Data Analytics Team

V. Goal and Strategic Objectives

The OTH Strategic Review defined an overall Goal and three SOs informed by the Landscape Analysis, the scenario-planning exercise, and additional research and data. The Goal and SOs are consistent with, and build on, the Journey to Self-Reliance, and they do not replace other goals, objectives, or policy and programmatic priorities the Agency pursues. They allow us to articulate clearly Agency-level priorities regarding the response to the medium- to long-term impacts of COVID-19. The following strategic principles underpinned the Goal and SOs: continue to deliver life-saving humanitarian assistance, protect hard-won development gains, and counter the negative impact of malign actors in areas of significant USAID investment and partnership.

Goal: *USAID advances U.S. national-security and foreign-policy objectives by leading U.S. Government international development and disaster assistance for a world altered by COVID-19, so that partner countries continue to build self-reliance and progress beyond assistance.*

Strategic Objective 1: *Build more stable, resilient systems in countries that are increasingly fragile due to COVID-19.*

In a number of countries, critical systems are under stress from COVID-19: public health measures have disrupted daily lives, in some cases leading to growing civil unrest; the response to the pandemic is creating new openings for corruption and retraction of democratic reforms; and the economic fallout is shrinking public revenues, leading to diminished services and growing debt. To address these challenges, SO 1 focuses on building stability and resilience among vital national systems, especially in countries experiencing increased fragility.

Strategic Objective 2: *Respond to dramatic increases in food insecurity, extreme poverty, and loss of educational opportunities in communities most affected by COVID-19.*

COVID-19 has erased jobs and livelihoods, shut down schools, and exacerbated gender inequality and other vulnerabilities. In developing countries, multiple systems are being hit hard at once: from agriculture and food to health, education, livelihoods, and water and sanitation systems. This has dire consequences for incomes, food security, and educational gains, and ultimately could stall economic reopening and recovery. To address these challenges, SO 2 focuses on leveraging public- and private-sector funds to mitigate increases in poverty and chronic hunger, and working with governments to develop inclusive economic and education response plans.

Strategic Objective 3: *Strengthen public and private health systems in partner countries critical to global health security.*

COVID-19 has caused tremendous stress on health systems, and its strain is exacerbating the impacts from other diseases. There have been disruptions in the provision of basic health care, including the treatment of HIV, tuberculosis, malaria, and malnutrition; child and maternal health interventions; and routine vaccinations. Bolstering this care and strengthening already fragile public and private health systems through context-specific investments is essential to prevent major backsliding in development gains. Working in tandem with partner-country governments, through SO 3, USAID will strengthen cross-cutting aspects of health care and public health to prevent avoidable pandemics by improving alignment, integration, and coordination of programs with the Global Health Security Agenda. As prospects for access to effective vaccines against COVID-19 continue to become real, this support will be critical in optimizing an equitable roll-out of licensed or authorized vaccines.
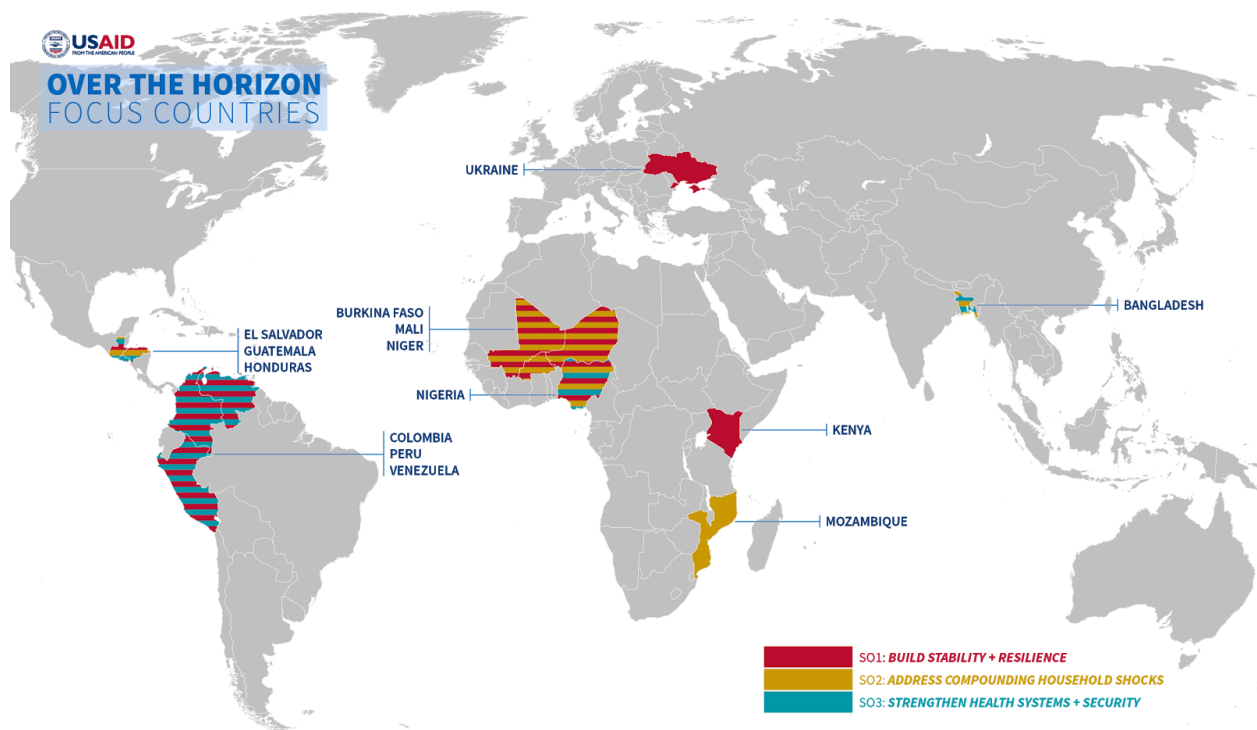
VI. Focus Countries

To target USAID's work efficiently and effectively, OTH developed a list of Focus Countries. The Focus Countries identify areas that, given the impacts of COVID-19, are at the nexus of greatest humanitarian and development need, opportunity for impact, and U.S. national-security interests. Identifying Focus Countries enables USAID to concentrate our response to places where the medium- and long-term impacts of COVID-19 are most acute, and where there is opportunity for USAID to build on our existing priorities and efforts. Consideration of national-security interests in the prioritization process also allows development assistance to complement other U.S. Government investments overseas and further U.S. foreign-policy interests in locations of strategic importance.

The Focus Countries identified relate to one or more SOs. In Focus Countries, USAID Missions will pivot and align efforts to advance the recommendations found under the relevant SOs. USAID will primarily implement OTH's recommendations in Focus Countries, through close collaboration with the relevant Missions, Washington Operating Units (OUs), implementing partners, and other key stakeholders. Our Missions and Washington OUs will consider Focus Countries in their budget processes and decisions on resource-allocation in the coming months and years, in an effort to link budget, policy, and evidence continually.

FIGURE 6: OTH FOCUS COUNTRIES

Process and Analysis

The process to identify OTH Focus Countries had four phases, detailed below, informed by data and consultations that reflect both objective metrics related to the SOs, and the expert perspectives of USAID's leadership and staff. The OTH prioritization exercise also built on USAID's existing country-level priorities for various sectors and cross-cutting issues, which it complements, not supplants.

In the **first phase,** OTH developed a prioritization framework. The framework identified three overlapping considerations: 1) a country's humanitarian and development "need," including both pre-existing, baseline needs and needs being created or aggravated by COVID-19; 2) the "opportunity" in a country, *i.e.*, USAID's ability to achieve sustainable results at scale based on our comparative advantage as a donor, the commitment of host-country government partners, and/or the landscape of partner networks within a given country; and, 3) "strategic principles" to ensure the prioritization process considered key imperatives for U.S. national security and foreign policy.

In the **second phase,** OTH conducted its own analysis and simultaneously asked USAID's Regional and Pillar Bureaus to conduct analysis against the prioritization framework. The Bureaus applied the prioritization framework at their discretion, informed by their unique expertise and perspectives. OTH and the Bureaus considered and used both quantitative and qualitative input. The full suite of indicators appear in Figure 7. In OTH's analysis, the team sought to leverage pre-existing country-prioritization data and processes.

To assess "need," OTH looked at 22 quantitative indicators of "need" from credible third-party sources, to generate composite scores. The need analysis used both "pressure on systems" and "absolute need" lenses, and used standardized scores to facilitate comparability. Some COVID-19-specific need variables draw on direct measurements of observed COVID-19 second-order impacts to date (*e.g.*, civil-unrest events, democratic violations, workplace mobility, school closures, *etc.*), while other COVID-19-specific need variables make use of the best available models or forecasts (*e.g.*, World Bank projections of GDP, FEWS NET food-security projections, poverty projections by the International Food Policy Research Institute, COVID-19 mortality forecasts by the Institute for Health Metrics and Evaluation). All variables center on the real or expected impacts of COVID-19 in the immediate to near term (*i.e.*, in 2020).

To assess "opportunity," OTH looked for alignment with its SOs. To determine alignment with the SOs, OTH reviewed USAID's *Country Development Cooperation Strategies* (CDCSs); closer alignment between CDCS objectives and OTH's SOs signaled a potential for increased opportunities. OTH also reviewed other prioritized country lists to signal opportunity. For example, OTH considered Feed the Future target countries in relation to SO 2, and noted Health Systems Strengthening Priority Countries in relation to SO 3. To the extent possible, OTH considered draft prioritized countries for the Global Fragility Act (GFA) in relation to SO 1; however, OTH finalized its Focus Countries before the GFA process concluded. Finally, OTH performed additional contextual analysis to indicate opportunity, by examining strategic documents such as Missions' Action Plans under the New Partnerships Initiative (NPI) and/or Private-Sector Engagement (PSE) plans.

To apply a filter of "strategic principles," OTH considered levels of U.S. assistance by looking at total U.S. official financial flows, U.S. security-assistance flows, and relevant Congressional directives. OTH crosswalked DOD priorities through a review of the list of critical countries from the Combatant Commands (COCOMs) post COVID-19. Finally, OTH included expert opinions on development opportunities to counter malign actors.

While limitations exist at each step of the process, OTH noted and weighed these limitations, and USAID's Bureaus conducted independent prioritization exercises, which acted as a check.

FIGURE 7: PRIORITIZATION FRAMEWORK

	SO1: Build stability and resilience in increasingly fragile countries	SO2: Respond to increased food insecurity, extreme poverty, and lost educational opportunities	SO3: Strengthen public and private health systems and global health security
Baseline Need	*Average of:* ▸ Ongoing crisis severity ▸ Societal fragility ▸ Macroeconomic resilience	*Average of:* ▸ Chronic food insecurity ▸ Acute food insecurity ▸ People who are living in extreme poverty ▸ Education quality (Learning Adjusted Year of Schooling [LAYS])	*Average of:* ▸ Health security ▸ COVID-19 coping capacity ▸ Public-health regulatory capacity ▸ Life expectancy
COVID-19 Need	*Average of:* ▸ COVID-19-induced civil-unrest events ▸ COVID-19-triggered democratic violations ▸ Forecasted GDP growth/contraction ▸ Change in workplace mobility	*Average of:* ▸ Projected change in magnitude of food insecurity ▸ Projected change in magnitude of extreme poverty ▸ Share and duration of learners affected by school closures	*Average of:* ▸ Cumulative COVID-19 cases ▸ Cumulative COVID-19 case fatality ratio ▸ Projected cumulative COVID-19 deaths ▸ Projected peak intensive-care unit (ICU) bed need *vs.* capacity
Opportunity for Impact	*Either of:* ▸ CDCS Development Objective (DO)/SO focused on fragility, stability, resilience, or similar priority ▸ Priority for Global Fragility Act (notional); Stabilization Assistance Review; Democracy, Human Rights and Governance Watchlist; Resilience to Recurrent Humanitarian Crises	*Either of:* ▸ CDCS DO/SO focused on food security, poverty reduction, education, or similar priority ▸ Priority for Feed the Future; Nutrition; Water, Sanitation, and Hygiene; Basic Education; Resilience to Recurrent Humanitarian Crises	*Either of:* ▸ CDCS DO/SO focused on health systems, health security, or similar priority ▸ Priority for: Global Health Security Agenda, Health-System Strengthening
Strategic Principles	*Any of:* ▸ Major recent recipient of overall U.S. foreign assistance (average total assistance from Fiscal Year [FY] 2014–2018 > $400 million year); ▸ Major recent recipient of U.S. security assistance (average DOD military assistance and Foreign Military Financing Program [FMF], International Military Education and Training [IMET], International Narcotics Control and Law Enforcement [INCLE], Nonproliferation, Anti-Terrorism, Demining and Related Programs [NADR], and Peace Keeping Operations [PKO] FY 2014–2018 > $20 millionyear); ▸ Congressional priority (F Y 2020 Congressional country-specific directive for the Development Assistance [DA], account, the Economic Support Fund [ESF], or the Assistance for Europe, Eurasia, and Central Asia [AEECA] account) ▸ DOD COVID-19 priority (identified by any COCOM as a critical priority for COVID-19 response, preparedness, and prevention).		

In the **third phase**, OTH compared its analysis to the Bureaus' prioritized lists to create a single, tiered priority list. USAID Bureaus provided input based on their understanding of the context at relevant Missions, including need, opportunity, and national-security considerations. OTH created a composite list, considering if a country was a priority of 1) OTH; 2) a USAID Pillar Bureau; and/or, 3) the relevant USAID Regional Bureau. A country rose to the top tier if prioritized by all three entities. The Executive Steering Committee received the tiered priority list for each strategic objective, along with background and analysis, for deliberation.

Finally, in the **fourth phase**, USAID leadership considered all inputs—quantitative, qualitative, and expert opinion—to refine the list to the final group of OTH Focus Countries.
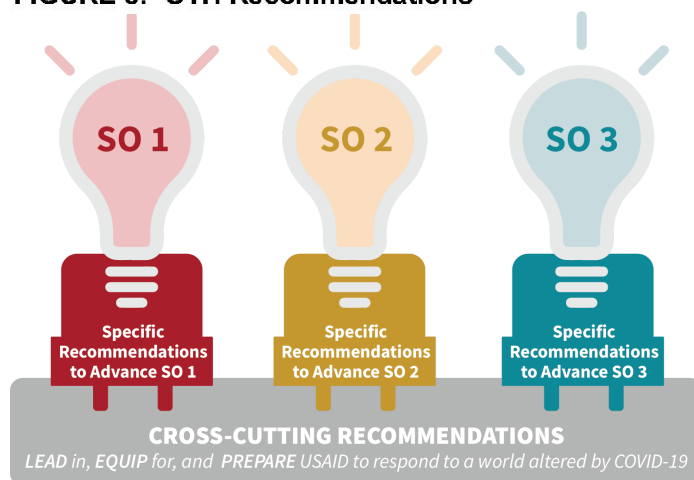
Focus Country Learning

OTH's analysis points to complexity and uncertainty in the years to come. Therefore, in the implementation phases, OTH will adopt a "watchlist" approach, by updating country-level data and refining this methodology as progress (or regression) is made. Adjustments to the formal Focus Country list only will take place in consultation with leadership at the Mission(s) and Washington. In addition to continual analysis, USAID will share lessons from activities in OTH Focus Countries broadly within USAID, and other Missions may share them at their discretion.

VII.   Recommendations

OTH conducted an in-depth analysis of the impacts of COVID-19 on USAID's operational platforms, budget, human resources, and programs, from which it developed recommendations that will improve USAID's response to the medium- and long-term effects of the COVID-19 pandemic, advance OTH's SOs, and promote U.S. national-security interests.

OTH analyzed budget data drawn from existing databases, and also considered supplemental funding allocations in response to COVID-19, emergency and contingency funding allocations, and other donor funding through the Organisation for Economic Co-operation and Development's Development Assistance Committee's database. OTH also gathered and examined data on USAID's operations including overseas OU type, funds by OU, actual and allocated staffing levels, and staffing type and mechanism. Additional analysis came in the form of surveys to field staff and policy-owners in Washington, and listening sessions with groups of staff working on procurement, a working group of Program Officers, and staffing flexibilities. This robust analysis led to concrete recommendations for the Agency in light of the changing landscape and potential future scenarios identified earlier in the OTH process.

FIGURE 8: OTH Recommendations

SO 1

SO 2

SO 3

Specific Recommendations to Advance SO 1

Specific Recommendations to Advance SO 2

Specific Recommendations to Advance SO 3

CROSS-CUTTING RECOMMENDATIONS
LEAD in, EQUIP for, and PREPARE USAID to respond to a world altered by COVID-19

OTH has organized the recommendations into two broad categories: technical/programmatic recommendations for each SO, and cross-cutting recommendations. There are 16 SO recommendations to improve programming and technical approaches, and 16 cross-cutting recommendations to ensure USAID *leads* in, *equips* for, and is *prepared* to respond to a world altered by COVID-19. For each of the 32 recommendations, OTH has identified specific actions to put it into practice.

Strategic Objective Recommendations

The OTH SO recommendations focus on programmatic and technical improvements in OTH Focus Country Missions in response to the changing global and country context. The SO recommendations are intended to be implemented in OTH Focus Country Missions, though they should be informative for other Missions and OUs as well. The SO recommendations are within USAID's manageable interest, and subject to the availability of funds and staff in some cases.

To realize each recommendation, USAID will need to take specific and concrete action. USAID/Washington and Missions will work together to determine how aligned their current portfolios are to the recommendations and what resources and support they might need to improve alignment. Then, Missions collaboratively will develop action plans, specific to their contexts. For example, Recommendation 1.5, to advance SO 1, focuses on the inclusivity of women and youth in pandemic relief efforts, the prevention of conflict, and stabilization. Recommendation 1.5 derives from the understanding that inclusion and participation are key to making sure communities move forward from the pandemic in a sustainable way. To advance this recommendation, USAID will work with

governments to increase the integration of women and youth in government-led response efforts. In addition, USAID will seek to expand partnerships with local female-led and youth-focused organizations that are addressing COVID-19 and its follow-on impacts in their communities. Some Missions in Focus Countries might already be doing this work, demonstrating alignment, while other Missions might need additional resources or support to help align to this recommendation.

FIGURE 9: Strategic Objective Recommendations

STRATEGIC OBJECTIVE 1	STRATEGIC OBJECTIVE 2	STRATEGIC OBJECTIVE 3
SO1.1 Support **tailored, country-level analysis** to assess the impact of the pandemic in fragile contexts and inform Mission-level strategic planning and implementation	**SO2.1** Support partner-country governments in **developing response plans, adopting risk-financing to manage future shocks,** and devising blueprints for economic inclusion models, to move people off of humanitarian and social assistance	**SO3.1** Build **health-system resilience** by strengthening capacities across public, private, faith-based, and community health structures
SO1.2 Build the **resilience of local systems** to manage the direct and follow-on impacts of COVID-19	**SO2.2** Leverage public- and private-sector resources to mitigate rising poverty and chronic hunger by **financing and scaling up innovations and** SMEs in agriculture and food security	**SO3.2** Protect **U.S. and global health security** through a holistic approach inclusive of community-level health actors
SO1.3 Invest in **improving social cohesion, civic and political engagement**, inclusion of vulnerable and marginalized populations, and preventing and mitigating conflict	**SO2.3** Invest in **education plans, tools, training, strategies, and digital solutions**, so learners are safe, well, and learning, despite shocks and stressors related to COVID-19	**SO3.3** Invest in **sustainable health financing and public financial management** to improve health resilience and the accessibility and affordability of essential care
SO1.4 Invest in **effective and citizen-responsive governance to manage the impacts of COVID-19,** mitigate corruption, halt democratic backsliding, and build trust in democratic institutions	**SO2.4** Invest in **access to water to accelerate economic recovery** and prevent the spread of COVID-19	**SO3.4** Promote **access to a safe, licensed vaccine against COVID-19 with a clear roadmap for its rollout**
SO1.5 Promote the **participation and leadership of women and young people** in pandemic relief and recovery efforts, conflict-prevention, and stabilization		**SO3.5** Invest in and promote **access to high-quality data** to improve the ability to collect and share accurate information on COVID-19, so appropriate interventions can be delivered
SO1.6 Optimize the **coherence of humanitarian, development, and peace programming** to address compounding challenges		**SO3.6** Support the ability of public and private health systems to **address the prevention of and response to gender-based violence**

Cross-Cutting Recommendations

The OTH cross-cutting recommendations seek to provide additional flexibility and capabilities to support OTH Focus Country Missions, by creating a conducive operating environment in these Missions to adapt and change. They also suggest improvements to better-position USAID in a complex and challenging world altered by COVID-19 by emphasizing USAID's leadership, equipping USAID with flexibility and agility, and preparing USAID to meet our mission in this uncertain global context.

Some recommendations respond to immediate needs related to COVID-19, while other recommendations address areas long in need of improvement, exacerbated by the current crisis. While most of the recommendations fall within USAID's manageable interest, some recommendations will require action and engagement with external stakeholders.

Just like with the SO recommendations, to realize each cross-cutting recommendation, USAID will need to take specific and concrete action. USAID/Washington will work across OUs and with the support of senior leadership to develop implementation plans for recommendations, including the alignment of resources to realize implementation. See Section VIII, The Way Forward, for details on the working level and senior leadership bodies that will guide implementation. When appropriate, implementation of the cross-cutting recommendations will take place in Focus Countries. For example, Recommendation P1 is to establish a Strategic Foresight Unit charged with research and analysis on forecasting, scenario planning, and horizon-scanning. Work of the Unit may include risk analysis of future pandemics, other health crises, conflicts, displacement, natural disasters, and other significant shocks. It will convene and build on similar work already under way at USAID, such as FEWSNET. The Unit may conduct country-specific analysis, prioritizing OTH Focus Countries for actionable analysis.

FIGURE 10: Cross-Cutting Recommendations

LEAD	EQUIP	PREPARE
L1 Enhance USAID's **leadership for a coordinated, global response to COVID-19** and the global economic downturn	**E1** Ensure **USAID Foreign Service Officers have the opportunity to return to the field and lead**, as U.S. overseas posts reopen	**P1** Establish a **Strategic Foresight Unit** to prepare for an uncertain and complex development and humanitarian landscape
L2 Leverage **access to capital to bolster the pandemic response** by USAID and partner-country governments	**E2** Develop a **more adaptive and diverse workforce**, including through rapid assessments of, and adjustment to, a changing environment	**P2** Increase the **flexibility and agility of Mission-level strategic planning** to adapt to unpredictable and shifting contexts
L3 Orient USAID's assistance toward **digital development for greater inclusion, access, and efficiency** as countries rebuild and reopen	**E3** Strengthen USAID's capacity and culture to **pursue, scale, and learn from innovations** to respond to emerging crises	**P3** Improve USAID's **crisis preparedness, in anticipation of compounding crises,** new crises, and future pandemics
L4 Intensify **strategic communications to counter disinformation** and build trust in fact-based information, including on COVID-19 and vaccines	**E4 Accelerate the uptake of reforms in partnering and "connecting design to procurement,"** under USAID's *Acquisition and Assistance Strategy*, to expand the use of adaptive, locally driven approaches for more tailored programming responsive to COVID-19	
L5 Bolster **USAID's role as the lead U.S. Government agency for development and humanitarian assistance**	**E5 Review USAID's global distribution of resources systematically and regularly** to improve efficiencies, encourage mobility, and promote adaptability in programs, operations, and overseas presence	
L6 Streamline USAID's internal budget processes for program funding	**E6** Elevate **the ability of USAID's FSN staff to lead,** which is essential to the Agency's success at all times, but even more urgent under authorized and ordered departure	
L7 Work with key stakeholders to identify areas for **increased budget flexibility in foreign-assistance programming**		

VIII. The Way Forward

Implementation

OTH implementation will be an ongoing process of engagement with Agency stakeholders to translate the recommendations iteratively and collaboratively into specific actions that will advance the OTH SOs. OTH implementation will include robust support to Focus Country Missions, as well as an outline of key assumptions, an explicit learning agenda, and adaptive-management approaches (*e.g.*, pause-and-reflect practices) that will inform ongoing implementation and necessary course-corrections throughout. While budget levels will not necessarily increase, OTH will engage in discussions around resources, including funding and personnel, to make sure implementation is realistic and supported.

Institutionalizing structures at the leadership and working levels will enable coherence and accountability, and provide a clear organizational "home" for OTH moving forward. USAID will establish a time-limited OTH Senior Coordinating Committee and OTH Secretariat to carry implementation forward. The leadership-level OTH Senior Coordinating Committee will promote cohesion, foster accountability, and track progress of OTH's recommendations. The working-level OTH Secretariat will sit within PPL, and will engage in both project-management and as a provider of support to staff in Focus Country Missions and Washington OUs involved in implementing OTH's recommendations. The Secretariat also will link teams to needed support.

The OTH Secretariat, in consultation with the OTH Senior Coordinating Committee and other key stakeholders across the Agency, will develop an implementation plan for OTH's recommendations. This will define tasks, timelines, and roles and responsibilities. As part of the development of the implementation plan, work will commence immediately in three areas: assessing the alignment of resources, defining Bureau implementation approaches, and developing action plans at Focus Country Missions.

- **Assess resource alignment**: With the guidance and support from the Office for Budget and Resource Management's, work with relevant Bureaus and Missions to assess current portfolios to realign resources for Focus Country Missions and key Washington OUs to implement recommendations. Integrate OTH considerations into established budget cycles and processes to identify resources that can support implementation, including potential future supplemental funding for COVID-19 response.

- **Create Bureau implementation approaches**: Engage Bureaus and help them design implementation approaches for relevant recommendations, including defining and refining specific requirements to implement the recommendations. Consider funding, program mechanisms, staffing, and associated timelines.

- **Draft action plans for USAID's Missions in Focus Countries**: Building off the assessment of alignment, design a template for action plans for Missions in Focus Countries to review current programmatic portfolios and operational structures and identify actions to implement relevant recommendations. Support Missions to develop and refine action plans in coordination with Geographic Bureaus and other relevant OUs. Action plans should consider and incorporate how centrally funded activities in focus countries might align with, or pivot to implement, the relevant Strategic Objective(s) where possible/appropriate. These action plans will not supplant, replace, or be inconsistent with Missions' CDCSs. Rather, the action

plans will complement and work alongside goals and objectives in CDCSs. Unlike CDCSs, action plans will be for internal use only and will be concrete and directive; they will not be public documents and will not contain broad goals and statements.

The implementation for OTH is constrained by certain operational realities that are outside the Agency's direct control and will likely not change in the short term. This includes, for example, funding directives, variability in the timing of appropriations and availability of funds, and approved USAID positions at post. Constraints also could include the availability of USAID's staff to design, implement, learn from, and adapt programs as needed. As staff develop plans, they should consider these constraints, and identify ways to eliminate constraints where feasible (or work within operational realities).

Learning

OTH represents a learning opportunity—USAID has never before established a body that is charged with responding to the medium- and long-term impacts from a global crisis, nor has USAID conducted such rigorous global scenario-planning before. The Agency pushed into new, more experimental territory for the betterment of its development and humanitarian programs and response. Continuing to innovate, learn, adapt, and experiment as USAID implements OTH will be central to its success.

Maintaining flexible structures, broad consultation, and evidence-based decision-making as central tenets to the OTH process will enable USAID—and development partners around the globe—to make progress in proactively addressing tertiary impacts from COVID-19. Learning will be in the near term; USAID will address progress in real-time, in Missions in Focus Countries that are adapting their current portfolios to respond to the pandemic and in Washington OUs implementing cross-cutting recommendations. Learning also will take place in the longer term; looking ahead, USAID will seek to expand what is working in the implementation of OTH to Missions in non–Focus Countries where and when appropriate. In addition, understanding the need for adaptation given the fluidity of the global landscape, the Focus Countries could change with time, based on emerging evidence and other practical considerations.

IX.   Acknowledgments

USAID's OTH Strategic Review greatly benefited from a robust, whole-of-Agency response to grappling with a world altered by COVID-19. USAID is grateful for the relentless dedication of the members of the Planning Cell, the guidance and counsel of the Executive Steering Committee, the insights and field-perspective provided by our Missions (with special thanks to the Mission Directors at USAID's Missions in Colombia, Georgia, Ghana, Guatemala, Kenya, Thailand, and Pakistan), as well as the scores of our staff who contributed to various components of OTH. Specific thanks to the Bureau for Humanitarian Affairs for providing key staff, and for supporting the recommendations process repeatedly. Thanks also to our Bureaus and OUs that provided consistent input—often within short time frames—and to the many working-level colleagues in the field and Washington who repeatedly responded to requests for input with invaluable insights. Tremendous thanks as well to the Scenario-Planning Team in the former U.S. Global Development Lab (now part of the Bureau for Development, Democracy, and Innovation), who were instrumental in leading the exercises that led to the generation of more than 30 high-impact scenarios, as well as the more than 70 USAID staff who participated in the Agency's largest-ever global scenario-planning exercise.

OTH benefited from rigorous consultations with key external stakeholders, including U.S. Government counterparts, as well as bilateral and multilateral donors, think tanks, the academic community, and numerous implementing partners. USAID is deeply grateful to our external partners for their tremendous support and collaboration.

X.   Additional Resources

For additional information about the OTH Strategic Review, please visit the OTH public webpage. Below are additional reference materials that contributed to the overall strategic review, analyses, and development of OTH's objectives and recommendations:

- Over-the-Horizon Strategic Review: Landscape Analysis—The foundational document of the OTH Strategic Review that provided an initial snapshot of the world altered by COVID-19 and informed the scenario-planning exercise and analyses of USAID's policy, program, budget, operations, and human resources.
- Over the Horizon: Scenario-Planning Summary Paper—The summary paper of the scenario-planning exercise conducted by the Planning Cell and other USAID technical experts that generated 31 distinct scenarios to explore plausible futures over the next one to five years.
- Over the Horizon: Snapshot—An overview of the exercise, analysis, and outreach conducted, and recommendations from the process.
- Over the Horizon: Focus Country Overview—A two-page document that briefly describes the process and lists OTH Focus Countries by Strategic Objective.